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# dialogue

The Staff Newsletter of the Ministry of Community and Social Services

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## Spreading the word about the youth justice system

by Julia Naczynski

Misinformation and misconceptions about young offenders and the youth justice system are rampant and it's time a knowledgeable voice was heard.

That's the belief of, and the reason for, the Youth Justice Education Partnership — an advisory group of agencies concerned about young people and the law brought together by the federal Department of Justice.

Besides a national committee of educators, school administrators, judges, lawyers, criminologists, police and representatives, each province is creating its own committee. A workshop for Ontario members of the partnership was held Mar. 3 to share information, generate ideas and plan strategies.

The province's Office of Youth Justice — an arm of the provincial government which is jointly sponsored by MCSS, the Ministry of the Attorney General and the Ministry of the Solicitor General and Correctional Services — hosted the gathering in Toronto along with other provincial justice organizations. Among those attending were Paddy Colfer of Children's Services Branch, Stephen Hall of Thistletown Regional Centre's Svl Apps Campus and Judy Finlay of the Office of Child and Family Service Advocacy.

Participants broke into several working groups to come up with some concrete suggestions about how to better educate the public and others

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## The changing role of advocacy



Photo: Sandra Russell

The staff at the Office of Child and Family Service Advocacy. Front row, seated: Bill Kent, advocate for Child and Family Services Act, or CFSA; York University student Malina Wilk-Gruba; Nita Azuogo, CFSA advocate; Laurier University student Dawn Wallace; Judy Finlay, manager; Ashraf Shah and Raj Dookhy, support staff. Back row: JoAnn Theobald, CFSA; Joanne Cripps and Sandy Hildebrandt, both advocates for Education; Leslie Hinkson, CFSA advocate; Kate Greco, Education advocate; Jim Kuhn, Corrections; and Rawle Elliott, CFSA advocate.

Since 1978, the Office of Child and Family Service Advocacy has been working with children and

families, speaking on their behalf and keeping the system aware of

*continued on page 2*

## Multicultural training for social assistance workers

Making social services more accessible to Ontario's diverse communities is the goal of two workshops being offered to social assistance workers in Ontario.

The workshops have been developed as a co-operative venture by MCSS and the Ontario Municipal Social Services Association (OMSSA). They're a response to recommendation #16 in the Back on Track report about social assistance reform.

The Multicultural Training Program was launched in Niagara Falls Mar. 21 — the United Nations International Day for the Elimination of Racial Discrimination.

The workshops are voluntary and are available to a potential 5,500 municipal and provincial workers involved in the delivery of social assistance, says Mohamad Haniff of the Community Services Unit; in our case, this means income maintenance officers. The Community Services Unit is involved because it is leading the ministry's Anti-Racism and Cultural Diversity Strategy.

Eleven key centres in Ontario have experienced the greatest growth in population diversity, and the training is being made available in those centres. Jane Gregory, provincial training co-ordinator for income maintenance



and employment in Management Support Branch, says that for provincial staff the locations are Oshawa/Whitby, Toronto, Barrie, Hamilton, St. Catharines, Ottawa, Mississauga, Waterloo, London, Thunder Bay and Windsor. Each workshop is two days in length.

A five-day orientation seminar is also being created for key individuals in social services organizations who are committed to diversity issues and who would like to contribute more by becoming agents of change in their organizations.

If you would like more information, please contact Marianne Seaton, the Multicultural Training Program co-ordinator, at OMSSA (tel. 905-629-3115, ext. 234; fax 905-629-1633).

## Direct deposit for expenses

If you claim expenses for ministry business, you can arrange to have your reimbursement cheque deposited directly into your bank account.

The ministry is encouraging employees to set up direct deposit of expense claims because it's more efficient, costs less and it's a "green" process since everything is done electronically (no-paper transaction).

If you receive your pay by direct deposit already, and want your expense claim reimbursement to go into the same account, all you have to do is write on your claim "Direct Deposit By CORPAY."

If you receive your pay by direct deposit but want your expense claim to

go into another account or institution, you need to fill out a direct deposit form.

If you're not on direct deposit for your pay, why not sign up now? It's convenient and you never have to worry about getting to the bank to make your deposit.

You can get a direct deposit form from your local finance and administration manager/co-ordinator.

If you have any questions about direct deposit of expense claims, contact your local finance staff or Dave Lockhart, the chief accountant at Financial and Administrative Services Branch, at 416-326-8010 (e-mail LOCKHART.D).



Photo: Sandra Russell

March 27 marked a happy occasion — the official signing of designation papers for Dilco Quidway Child and Family Services, which will provide child welfare and protection services for aboriginal children and their families in 13 First Nation communities in northwestern Ontario. Minister Tony Silipo is seen with Red Rock Indian Band Chief Norma Fawcett and Grand Chief Michael Esquega of the Robinson Superior Treaty and Chief of Rocky Bay Band; both are on Dilco's board of directors. Another photo is on page 2.



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The photo shows staff and aboriginal representatives who worked to make the designation a reality. From left to right: Nancy Johnson, Native Affairs Secretariat; Laila Daya, chief of staff in the minister's office; Daniel Rikely, counsel with Legal Services Branch; Sue Braun, area manager, and Allen Poling, program supervisor, both from Thunder Bay Area Office; Norma Fawcett, Chief of Red Rock Indian Band and vice-president of Dilico's board of directors; Michael Esquega, Grand Chief of the Robinson Superior Treaty, Chief of Rocky Bay Band and president of Dilico; Minister Tony Silipo; Michael Hardy, Dilico's executive director; Lucille Roch, Assistant Deputy Minister of Children, Family and Community Services; Janet Rowney, manager, Children's Services Branch.

## Dilico designated as native agency

The ministry's commitment to support First Nations and aboriginal communities in the design, management and control of their own social services continues to progress.

On Mar. 27 the minister signed the formal designation of Dilico Ojibway Child and Family Services, a children's aid society operated by native people for native children. The occasion was

marked with a sweetgrass-burning ceremony. As of Apr. 1, Dilico became the fifth native child welfare society in Ontario. Its head office is at Fort William First Nation, Thunder Bay.

## ...youth justice

*continued from page 1*

who influence the youth justice system. Many participants felt that the media often does not portray an accurate picture of youth crime, young offenders or the Young Offenders Act.

The ideas from the group discussions included: being more proactive with the media to generate news coverage about programs such as Alternative Measures; establishing a crisis response team or spokespersons to offer comments and a balance to events involving youth crime and justice; development of a speakers' bureau to better inform schools, communities, and the legal community

about youth justice; and to use the OYJ as a clearing-house for information and as a point of contact for youth justice groups.

"The need for a more co-ordinated approach to youth justice education was a recurring theme throughout the workshop," says OYJ director Dick Barnhorst. "By pooling our collective resources, we hope we can make a difference in combatting some of the myths surrounding youth justice that are affecting the public's understanding of the realities of youth crime."

For more information about the Youth Justice Education Partnership, contact Barbara Krever of the OYJ at 416-325-4914 (fax 416-326-6298). The Office for Youth Justice is at 101 Bloor St. W., 6th floor, Toronto ON M5S 1P7.

## ...advocacy

*continued from page 1*

their needs. As the system has changed, so has the work of the office, with significant changes that respond to the needs of the times.

Originally, under the Child and Family Services Act (CFSA), the mandate of the office was to support youth and families receiving or seeking services only from MCSS. Most work was with individuals, and involved making sure that their voices were heard — their needs, rights and entitlements considered. Often this included advocating for adults with disabilities as well as children.

"In time," says Judy Finlay, manager of the office, "this became in some ways too narrow a focus, and in some ways too broad." It was too narrow in that advocacy can be more effective when applied across the several ministries that deal with children and families, and when some issues are approached on a systemic rather than individual basis. It was too broad in that as originally constituted, the office was unable to adequately respond to all needs — for example, the particular advocacy needs of adults with disabilities, or of specific ethnic/cultural groups.

Judy joined the Advocacy Office in 1991, at a time when these drawbacks were becoming obvious. Since then, a number of changes in focus have been introduced:

- Cross-Ministry Advocacy: The

## Looks count too

### PLAIN LANGUAGE PLEASE

When you are preparing a document — or even an e-mail — you should think about the way it **looks**. Its appearance can make it easier to read.

- Keep paragraphs short. Long paragraphs look hard to read. Newspapers and magazines rarely have paragraphs longer than three sentences; that's what you should aim for.
- Keep sentences short too. Aim for 30 words or fewer per sentence, newspaper-style.
- Leave space between paragraphs, as well as good-sized margins. Keep the length of the line short; on an 8-1/2 x 11-inch page you need margins of at least one inch on all sides.

ministries of Community and Social Services, Education and Training, and the Solicitor General and Correctional Services now have advocates working in the office. (The MCSS advocates look after needs under the Child and Family Services Act, or CFSA.)

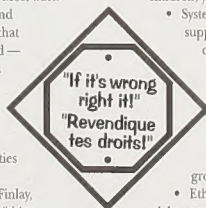
- Child and Youth Advocacy: With the creation of the new Advocacy Commission for vulnerable adults, our advocacy staff will be able to turn its full attention to its original mandate: children, youth and families.

- Systemic Advocacy: To support its work with individuals and families, the office has responded to the need to deal more widely with institutions and agencies on matters affecting groups of people.

- Ethnic and Cultural Advocacy: With increasing concern around issues of race and multiculturalism, and following an intensive study of community needs, the office has hired advocates to begin to address some of these needs.

These changes, combined with a significant increase in referrals, have brought the numbers of advocacy staff to 10 (see the photo for names). And with increased numbers, Advocacy has relocated to bigger offices on the 10th floor at 2195 Yonge Street (the same building as our ministry's Toronto Area Office).

None of this has changed how helpful or accessible Advocacy is to children and youth and their families. Phone numbers remain the same: in Toronto it is 416-325-5669, and toll-free Ontario-wide it's 1-800-263-2841.



## \$15 million for Better Beginnings

Funding for the Better Beginnings, Better Futures program has been extended.

More than \$15 million has been allocated to extend the program in Cornwall, Etobicoke and Sudbury for 29 months and in Guelph, Kingston, Ottawa and Toronto for 33 months. Each of the seven communities will receive between \$500,000 and \$700,000 in annual funding from this allocation, as announced Mar. 8.

Better Beginnings, Better Futures, which was launched in 1991 as a pilot project, is funded by MCSS, the Ministry of Education and Training and the Ministry of Health. The aim is to promote healthy child development and



prevent behavioural, social, physical and cognitive problems in lower-income communities where children are at higher risk of developing these problems.

For more information, call Carol Grull Russell in the Children's Services Branch at 416-325-5329.



# The Employment Systems Review: the final stage



The ministry's Employment Systems Review (ESR) Task Force is about to complete its work. The final report will shortly be submitted to Deputy Minister Rosemary Proctor. The ESR project itself will be completed in mid-April.

The ESR is an employment equity initiative. It is a process that helps an organization (in this case, every Ontario government ministry) identify employment barriers faced by members of designated groups.

Our ESR Task Force was established in July 1993 to identify barriers faced by designated group members, and to develop recommendations to remove the barriers.

The task force studied how formal and informal barriers in employment

(See the July/August 1994 issue of Dialogue for findings from the workforce analysis.)

Two co-chairs, one from management and one from OPSEU, were appointed by the deputy

number of other ministry staff who served on the working groups. Initial support was provided by Management Board Secretariat.

The task force adopted a consensus approach to decision-making. Our joint partnership was reflected in various ways and was an important characteristic of the task force and of the project. Besides co-chairing by OPSEU and management, working groups included both OPSEU and management representation, and communication from the task force went directly to all MCSS staff.

One of the challenges for the task force was trying to balance the legitimate and competing views of the various stakeholders. However, we (task force members) feel confident that the proposed recommendations will go far enough to

comprehensive review of the ministry's workforce profiles, its employment practices and policies, and input from employees across the ministry obtained from ESR



presentations, interviews, focus groups, DEC letters, inquiries and consultations. We hope that the report is reflective of the many MCSS staff's experiences, observations, perceptions and suggestions, and recommendations for ensuring that MCSS is an open, accessible and inclusive workplace.

The task force cannot conclude the ESR process without thanking all those who participated for their support, input, feedback, time and commitment, and their encouragement to the task force members and to the ESR project. We also would like to thank the deputy minister for her patience, encouragement and funding support.



minister. The management members were selected by the management co-chair, the bargaining unit members by the union co-chair. The task force members included people from designated and non-designated groups, classified and unclassified staff, a variety of occupational groups and from various locations within the ministry.

Four working groups — Communications, Data Analysis, Document Review and Interview/Focus — were established to carry out the responsibilities and related tasks. The task force was supported by a project co-ordinator and an administrative assistant, resources from the Research and Program Evaluation Branch, Communications and Marketing Branch, and a



address concerns and views expressed by all the stakeholders. The final report is a result of a



can impact on the working environment and cause under-representation and uneven distribution of designated group members in the workforce.

## First allocation to child nutrition announced

The Child Nutrition Program is distributing \$413,962 in funding to community-based projects across the province.

The 36 agencies, which include First Nation groups, district health councils and family service agencies, will improve child nutrition through snack and breakfast programs, community kitchens and in-school programs in 66 sites.

The Ontario Social Development Council is administering the Child Nutrition Program on behalf of the province. These are the first funds to be distributed from the \$1-million program announced by MCSS Minister Tony Silipo last summer.

Information about proposals for the next allocation is available now from the OSDC (tel. 416-594-9085). The deadline for proposals is Apr. 28; allocation decisions will be made in June.

## Criminal reference check policy extended to agencies

As of Mar. 1, all agencies funded or licensed by the ministry that provide direct service to children or vulnerable adults are required to have criminal reference check policies and procedures in place.

You may have heard or read something in the media about this policy and its application to child care centres. In fact, criminal reference checks must be completed for all successful candidates for full and part-time positions and for agency volunteers (including board members) who have direct unsupervised contact with children or vulnerable adults. Reference checks have been required for staff of MCSS directly-operated programs since 1986.

The reference check is a precautionary measure which agencies can use as one component of the selection criteria, to determine whether employees or volunteers have a criminal history which could potentially make them unsuitable for certain positions of trust. The checks can assist agencies in ensuring the safety and well-being of their clients. "Services to children" includes



The criminal reference check is just one component of sound human resources management.

(but isn't limited to) child care centres. "Vulnerable adults" includes adults who, for a range of reasons, may have difficulty ensuring their own safety and protection. These can include (but aren't limited to) the presence of a physical, developmental or psychiatric disability; the presence of alcohol or substance abuse; the presence of emotional dysfunction requiring treatment or support; and the need for support and services as a result of being

assaulted (including sexual assault).

The release of criminal reference check information is subject to the discretion of local police departments. Because each police department has its own procedures for conducting a check, agencies need to work with their local police departments to establish a protocol for obtaining the criminal reference information.

Some police departments conduct the check at no cost while others charge an administrative fee.

The policy notes that a criminal conviction does not necessarily preclude employment and that agencies need to consider the circumstances surrounding the charges and convictions besides all other relevant information.

Agencies should contact their program supervisors if they have questions. Ministry staff can contact: children's services, Hugh Robinson (416-325-5530); child care services, Donna Blakely (416-325-5513); community services, Peter Amenta (416-325-5545); and developmental services, Rand Houghton (416-325-5478).



## People and Places

Strategic Directions Division will be headed by two acting assistant deputy ministers over the next year. **Alfred Carr** took on this position Mar. 27. **Dave Cope** has taken on Alfred's duties as director of Financial and Capital Planning Branch. In early October, **Claudia McMullin** will become the acting ADM for a six-month period.

**Don Young** is now the manager of program support in the Social Assistance Programs Branch.

At Midwestern Regional Centre, where **George McArthur** recently retired as administrator, **Peter Stewart**, who was assistant administrator of program services, has become the acting administrator. **Murray Hamilton** has also retired, he was administrator at Oxford Regional Centre in Woodstock. **Fred Loach**, manager of employee and community services, is the acting administrator.

The London Area Office is undergoing an organizational review and has set up an interim management structure. **John Murch** is direct services manager for income maintenance. **Jean MacDonald**, who is on secondment from Program Management, is manager for young offenders services. There will be one community programs manager (previously there were two). **Christopher Payne** has taken on this task.

**Susan Reid** has left the Estimates Planning Secretariat to become the director of the Department of Social Services and Senior Citizens for Niagara Region.

**Mark Galloway** has been appointed the regional director (south and west) of the Ministry of Health's Mental Health Programs and Services Group. She had been on secondment to the Office of Youth Justice.

**Rosalyn Lawrence** has left Strategic Directions corporate policy to become the director of electricity policy with the Ministry of Environment and Energy.

Retirement news: **Jan Hierninga** decided to take Factor 80 at the end of March and has bid adieu to his colleagues in Management Support Branch. **Ron Berketa** has retired as



Alfred Carr  
Jim Light of Financial and Administrative Services Branch read a letter of congratulations to his father, who has retired after 32 years with the ministry.

manager of General Services. And **Michael Ennis**, who has held many positions in the OPS and in our ministry (he was the regional director in Toronto's Central Regional Office, among others) has retired as the assistant deputy minister of Population Health and Community Services System Group, Ministry of Health.

Other position changes to note in your telephone directory:

**Kathleen Hynes** has taken over **Joan Kruspe's** position as the executive assistant to Program Management Division's ADM, **Sue Herbert** (Joan is on a secondment);

**Donna Blakely** has Kathleen's old telephone number in Management Support Branch, where she is the project manager for jobsOntario as it relates to child care (416-325-5513); **Frances McCormick** is now with Deputy Minister's office as co-ordinator, special projects,

where she is assisting with issues management. Frances is on loan from the Strategic Directions Division, Corporate Policy Branch, where she has been working as a policy adviser on federal/provincial issues since December 1993; reach her at 416-325-5575.

**Valerie O'Hara** was the successful candidate in the recent

competition for manager of the Better Business Practices Unit; the previous manager, **Mary Simpson**, has become senior manager of Policy and Administrative Services in Financial and Administrative Services Branch.

The new position of manager, Aboriginal Healing and Wellness, has been appointed to **Carrie Hayward** and reports to the ADM of Children, Family and Community Services **Lucille Roch**. Carrie comes to us from the Ministry of Health and can be reached at 35 McCaul St., Suite 305, Toronto (416-326-6907).



Alfred Carr



Claudia McMullin



Murray Hamilton



Fred Loach



Valerie O'Hara



Carrie Hayward

## LIBRARY CORNER

### Focusing on managing change...

by Dolly Lyn, Library and Career Resources manager

Change will meet resistance unless it clearly and visibly strengthens man's psychological security; and man being mortal, frail and limited, his security is always precarious. — Peter Drucker

This is a partial list of what's available at Library and Career Resources (LCR) on the topic of managing change...

#### Videos:

Show these at your next unit or branch meeting: *Discovering the future: the business of paradigms*. 1989, 35 mins.

**Joel Barker** introduces his paradigm concept, which explores how hidden barriers to new ideas limit our ability to cope with change, and how to anticipate and take advantage of it.

*Riding the waves of change: developing managerial competencies for a turbulent world*. 1990, 25 mins.

**Gareth Morgan** highlights ways of becoming a better manager in a rapidly changing world. The key lies in adopting a critical new mindset that influences everything the manager does. This is elaborated in his book with the same title, with a "step-by-step" program for helping managers cultivate this mindset and so learn how to cope with change.

*Windust of change* [paradigm shifts]. 1993, 25 mins.

**Jennifer James** explores responses to change — fear, resistance, denial — and offers ways to accept and manage it.

#### Books:

**Conner, Daryl R.**  
*Managing at the speed of change* : how

resilient managers succeed and prosper where others fail. New York: Villard Books, 1994. 282 p.

**Conner** focuses on the human response to change. He offers some practical advice to help managers cope effectively with an increasingly changing environment.

**Jacobs, Robert W.** *Real time strategic change: how to involve an entire organization in fast and far-reaching change*. San Francisco: Berrett-Koehler, 1994. 335 p.

This challenges established approaches to organizational change. **Jacobs** outlines a detailed "road map" for a more participatory process which in "real time" would see a simultaneous planning and implementing of individual, group and organization-wide changes.

#### Articles:

Author, title, publication, date of the issue and page number: **Carr, Clay.** "7 keys to successful change." *Training Feb.* 1994. pp. 55-60.

Change is difficult; however, the author suggests that by understanding and asking questions, the organization can influence the acceptance of change in a positive manner.

**Stewart, Thomas A.** "How to lead a revolution." *Fortune Nov.* 1994. pp. 48-60.

Case studies of "transformational leaders" who successfully led their organizations through major change.

Contact Anna DiFelicce at 416-326-6442 or e-mail the LIBRARY account for the above items.

## Amethyst coming up

Nominations for the third annual Amethyst Awards for Outstanding Achievement by Ontario Public Servants close on May 5.

Awards are given to individuals and groups for outstanding achievements in the following four categories: client service, innovation, valuing people,

and professional achievement.

Any member of the OPS can nominate or be nominated.

Further information is available from Ontario Honours and Awards/Ministry of Citizenship at 416-314-7526.



## dialogue

Ontario Community and Social Services

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## Pilot for schools this fall

An early childhood education program for four- and five-year-olds is being introduced in Ontario to replace existing kindergarten and junior kindergarten.

The program will create a full-day schooling program combined with before- and after-school child care, and participation will be voluntary.

The Ministry of Education and Training will introduce demonstration

projects this September with 500 students. Projects may be in schools or other locations, such as community agencies or child care centres.

The trial phase of the early childhood education program, which was a recommendation of the Royal Commission on Learning, will be five years. After the first year, 2,500 children are expected to take part each year.